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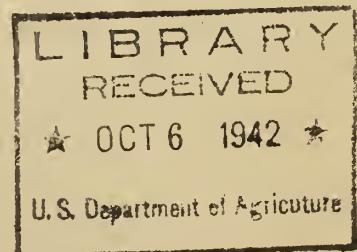
Memorandum about the Proposed Department Branch Libraries

1941

The primary function of the Department library is to provide to all Department employees wherever they are located access to the printed materials necessary to the success of the Department's research and action programs. In the past, as a general rule, these materials have not been available to workers outside of Washington.

Recognizing this lack of library service in the field, which is undoubtedly hampering the Department's work along certain lines, and following the trend toward coordinating and integrating of Department activities, steps are now being taken to remedy the situation by (1) reorganizing the Department library system in Washington (see enclosed Statement of Policy based on Secretary's Memorandum dated November 6, 1940) and by (2) establishing departmental branch libraries in centers where the number of Department workers warrant such branches.

A minimum of ten departmental branch libraries are planned, so organized as to form an integrated network of agricultural bibliographical centers, each looking to the Department library in Washington for as much of the work as can be centralized to advantage for all (such as ordering and cataloging routines), for current information on new books, for help in locating obscure references, and any other services they may require. These branches, in turn, will serve all agricultural workers in their regions by means of sub-branches wherever necessary.



Until recently the mechanisms were not in existence in the Department library to carry out such a program. New divisions have been set up and new routines have been established with a view to this expansion program, and we can now begin to visualize a national agricultural library system so organized that library service will reach at a minimum of expense all workers in the Department of Agriculture at a minimum of delay. This is the immediate objective. Later, in cooperation with extension agencies, clubs, and other organizations, it is hoped to extend library service to discussion groups, county committees, and other groups.

These branch libraries should eventually be financed direct by appropriation to the Department library, with the Department library assuming all financial responsibility for them. In the meantime, it is believed feasible to begin the program, region by region, by pooling the local library resources of bureaus. Contributions of the several bureaus will vary in different areas, but in the long run they will balance. For instance, in the case of the branch library already established in Little Rock, the Bureau of Agricultural Economics is carrying most of the load. In other regions, other bureaus will carry the largest share of the expense. From the Department point of view this is fair and just, and will even up in the long run; to the regional division of the bureau asked to carry the heaviest load in its region, however, it is difficult to adjust this broader viewpoint to existing bureau thinking along library matters. The purpose of this memorandum is to explain in some detail how the branch libraries will operate.

(Sample)

Proposed Memorandum of Understanding

Farm Credit Administration:

- (a) Approximately _____ square feet of space in the Building.
- (b) Personal services: Present library staff.
- (c) Library collection and equipment now in use in this building, and additional furniture not provided by the other cooperating agencies.

Farm Security Administration:

- (a) Personal services: A messenger.
- (b) Equipment: A motorcycle, and the library books and equipment now housed in this area.

Soil Conservation Service:

- (a) Personal services: Present library staff.
- (b) Library collection and equipment now housed in this area.

Forest Service:

- (a) Personal services: Staff members equal in grade to present library staff.
- (b) Library collections and equipment now housed in this area.

Bureau of Agricultural Economics:

- (a) Expenses incurred in moving books and equipment.
- (b) Library books and equipment now housed in this area.

Department Library:

- (a) At least \$1,000 in books, supplies, and services.

The Department will provide supervision and auxiliary services from Washington and will render service to all Department staff in the area as closely equivalent as possible to that rendered to the Department staff in Washington, and will relieve the cooperating bureaus from further financial responsibility for library books or service.

The Proposed Department Branch Library

Location: _____

Objective: To provide library service of high quality to all Department staff in _____ and to all Department workers in outlying areas who are attached to bureaus having headquarters in these cities.

Personnel to be served: _____ Department workers in _____ bureaus.

Subject fields of the library:

- (a) Land planning and use, including
 1. Forestry and range problems.
 2. Soil conservation problems.
 3. State and local planning.
 4. Water conservation problems.
 5. Rural rehabilitation.
 6. Farm management.
 7. Botany.
 8. Recreation and wildlife problems.
 9. Rural welfare and sociology.
 10. Soil analysis, surveys, etc.
- (b) Finance and related subjects, including
 1. Agricultural credit.
 2. Banking.
 3. Accounting.
 4. Farm and crop appraisal.
 5. Marketing problems of various kinds.
- (c) Animal and plant diseases and insects.
- (d) Auxiliary subjects:
Statistical methods; public speaking; news writing; others, as needed.

Staff:

Librarian. _____ (Prof)
Assistant Librarian (In charge of Reference and
Bibliographical Services). _____ (Prof)
Loan Desk Assistant. _____ (SP)
Periodical Desk Assistant. _____ (SP)
Messenger. _____ (Caf)

Duties of Staff Librarian

To develop, maintain, and supervise all library activities of the branch so as to fulfill the objective of the library as noted above. This will involve:

- (a) Background knowledge and current understanding of the research and action programs of the bureaus operating in the area, and recognition of how library materials and services can be of value to the success of these programs.
- (b) Knowledge of sources of information, book collections, and other library resources of her own and other scientific libraries in the area, and of the Department library in Washington; knowledge of special indexes and aids in subject fields relating to land use, in subject fields relating to agricultural finance, and numerous auxiliary subjects.
- (c) Use of economical and efficient library methods in bringing (a) and (b) together.

More specifically, the Librarian's job is to be responsible for the following library functions:

1. Acquisition: To acquire books, pamphlets, and other library materials in the subject fields enumerated on the preceding page. To maintain contacts with key workers in each division of the bureaus in the area in order (1) to keep the collection live and representative of each subject, and (2) to anticipate the need of library materials. That is, to have material already at hand instead of waiting until it is requested before acquiring or assembling it.
2. Cataloging and indexing:
 - (a) To maintain catalog of these library materials. (See page 11 for description of centralized cataloging, which will reduce this part of the work to a minimum)

(b) To maintain such special catalogs and indexes as may be necessary, such as special catalog of articles by and about Department workers and work in the area; special indexes by counties and other geographical units which several of the land use agencies may be working on cooperatively, or in which they are working independently on different phases of the problem in the same area. Such special indexes are currently useful to all the agencies concerned, and when the final results of the study are ready for publication, this index can serve as the authoritative, complete, and already prepared bibliography of the subject.

3. Reference and bibliographical services: (See pages 7-9 for analysis of this work).
4. Loan and delivery services: To organize these services so that material can be made available promptly, by means of messenger and motorcycle. (See page 10 for description of this work).
5. Special services:
 - (a) To divide the subject fields which define the scope of the library with the Assistant Librarian, and each of them to scan personally all new books and periodicals, marking chapters and articles for the attention of workers who might be interested, so as to keep them currently abreast of the literature of their fields.
 - (b) To provide special collections of books and periodicals for each building or office comparable to the traveling library units described in detail under "6 (c)" (below) and appendix.
6. Field services: To render services to the branch station workers, to forest supervisors and rangers of the Forest Service, and similar officers of other bureaus as closely equivalent to that rendered to the workers in the Regional office as possible. This will include in part:
 - (a) Weeding out useless books in these offices.
 - (b) Substituting live, useful collections instead.
 - (c) Regular circulation of periodicals to them.
 - (d) Advertising library services to them.
 - (e) Initiating a traveling and package library service to them. (See appendix for plan)

7. Public relations work: To prepare regular library bulletins; otherwise to publicize the services that the library can render to both the professional and clerical staff.
8. Extension work: As time permits now, and as part of the regular work later, to extend library service to non-government people -- discussion groups, service clubs, and others, particularly those in rural areas. In collaboration with existing agencies, to organize traveling and package libraries via already existing channels such as federal and State Extension Services.

Duties of Staff Assistant Librarian

1. Reference services: In charge of all reference work directed to the branch library, working in co-operation with the reference librarians of other libraries in the area, and using the combined resources of libraries there and in Washington, thus assuring complete coverage of the literature.

It is difficult to determine the actual, potential, or relative efficiency of reference work in any library. By the process of deduction and interpretation of a recent study made possible by a Carnegie Corporation grant 1/, of various studies of reference work in college and university libraries, of statistics kept on reference work of the Department library, and on the fact that the reference tools of the proposed branch library will be more adequate than those now in any of the separate field libraries in the area, it would seem reasonable to expect that excellent reference service will be given to all workers. All the

1/ Baldwin, Emma V., and Marcus, W. E. Library costs and budgets N. Y., Bowker, 1941. p.130-144.

literature located in connection with this question points to this conclusion, although the studies were of libraries and under conditions not strictly comparable to our special situation.

In the 37 public libraries studied ^{1/} the reference work was divided into six headings: Information service; Reference questions; Readers' advisory service; Compiling bibliographies and lists; Assembling material for the use of inquirers; Correspondence necessary to procure or supply the information desired.

The average time required to answer all reference questions was 5.4 minutes.

In special reference libraries such as the proposed branch libraries, assuming that the "quick" reference questions (those requiring verification of a name, spelling of a word, etc.) would be handled at the Loan Desk because this is almost automatic, routine work, the average time required per question would be higher.

A careful time record of the Reference Division of the Department library over a period of three months indicated that the one and one-half persons available for reference work there could handle at least 45 reference questions daily. Since this potential for reference service exceeds the number now received at any center where a branch library is contemplated, the provision of a full-time reference librarian there should ensure full attention to all reference questions of all agencies represented.

^{1/} Baldwin, Emma V., and Marcus, W. E. "Library costs and budgets," N. Y., Bowker, 1941. p. 130-144.

2. Bibliographical services:
 - (a) To prepare short reading lists and bibliographies in response to an individual's request.
 - (b) When the need is seen, on her own initiative to compile more comprehensive bibliographies of high quality, with descriptive notes of contents of publications listed.
 - (c) In collaboration with scientists and specialists, to prepare bibliographies with critical notes and abstracts, evaluating and interpreting the significant literature of the subject. This is library work of the highest order, and a field where the library can contribute materially to the work of the Department. Up to the present time neither the bureau libraries nor the Department Library itself has been organized to fulfill this part of its proper function.

Duties of Loan Desk Assistant

1. To keep all records necessary to lending books.
2. To answer simple reference questions, such as spelling of a word, a definition, etc.
3. To type library correspondence and bibliographies.
4. To file catalog and shelflist cards.
5. To be responsible for miscellaneous clerical duties.

Duties of Periodical Desk Assistant

1. To circulate periodicals regularly to workers who have indicated they wish to see them currently.
2. To send periodicals in response to special and individual requests.
3. To prepare books for binding.
4. To prepare catalog and index cards for ephemeral material or material not cataloged centrally, and for periodical articles of interest which are not indexed in a regular indexing service.

Duties of Messenger

1. To make regular deliveries by motorcycle in each building two or three times a day, and to deliver special and "rush" requests to the user within the hour (except when on his regular rounds). This estimate is based on the experience of the regional libraries and branch libraries of the TVA near Knoxville, Tennessee, over an area of several miles, and on the Department's experience in using a motorcycle as a means of book deliveries in several buildings at Beltsville over a circuit of 9.7 miles and delivering to more than 40 offices.
2. To shelve books.
3. To put pamphlets in temporary binders, paste labels, etc.
4. To do other errands and work as directed.

Advantages of Consolidating into a Branch

1. Trained librarians would perform professional library work for the department staff; clerical staff would perform clerical duties.
2. It would provide adequate quarters for the combined book collections of the Department of the area, with ample reading room space, good light, comfortable chairs and desks, etc.
3. A union catalog would be maintained of all Department library resources of the area, plus auxiliary catalog of the resources of the entire Department library system on the special subjects of interest to workers in the area.
4. A higher grade of reference service would obtain. There is a real danger of isolated, special subject libraries -- the danger of accepting the few pamphlets and other sources of information which are at hand as the point of departure for further researches. Quoting from L. W. Wallace, Director, Engineering and Research, Crane Company, Chicago:

" . . . The first and most important operation in undertaking any research project is a search of all existing literature bearing upon the subject."

5. Cataloging of books would be done centrally in Washington, insuring uniform high quality and uniformity in this important and time-consuming part of library work. Books ordered for any branch would come to the library ready for use, with book card, book pocket and bookplate pasted in, and with all catalog and shelflist cards already prepared and ready to file in the catalog. For one branch library only the saving on cataloging may not look impressive, but when measured throughout the Department, it does. As an example, there are something like 350 copies of Baker's "Theory and Practice of Silviculture" in the Department library system. Nearly every copy was cataloged separately at different times, by 15 or 20 librarians. In the study by Baldwin and Marcus cited above, the average time required for all processes necessary in preparing a book for circulation was 67.7 minutes, at a cost of 70.1 cents; the average time required to prepare added copies was 41.6 minutes at a cost of 41.3 cents.

This was based on about 30,000 new titles, and about the same number of added copies. These books included fiction and poetry -- classes of books not requiring as much cataloging detail as scholarly books and documents. With books of the latter class the cost of cataloging the first copy would be higher; the cost of additional copies would remain nearer the figure for added copies for all classes. In these processes -- ordering, classifying, cataloging -- there is a strong case for centralization.

6. Money would be saved on administrative costs. A. \$1,620
a year clerk can circulate books and periodicals and do much of the other routine work in a library as a professional librarian. If the branch library is established, this division of work, according to grade, can be done where in smaller library units it falls upon the librarian to do the chores and the professional job, often to the detriment of the professional job.

7. Duplication would be kept to a minimum.

- (a) In the past many classes of books have been duplicated needlessly in every bureau in the area, resulting in the book funds of each bureau being used up before really significant titles could be purchased. There are a few textbooks on Physics, for instance, in all bureau collections, most of them standing idle on the shelves. Fewer copies would have sufficed if there had been some way for each bureau to know what the others had purchased. If the branch library is established, such needless duplication would be avoided, thus releasing more funds to broaden the book collection and to buy additional copies of books when needed.
- (b) In most of the 10 subject fields listed under "Land planning and use" (page 4) -- subjects in which nearly every Department agency is working -- both needless duplication and serious lacks in the collections occur. Both of these obstacles to sound research and action programs would be cleared up by a closely knit Department branch library.

A branch library has already been successfully established in Little Rock, with four bureaus cooperating, and most of the problems of organization and administration likely to develop in connection with branch libraries have been met and solved.

Of the large number of field employees of the Department in the areas where Department branch libraries are planned, all of whom should be entitled to library service through Department channels, only employees

of one or two agencies are receiving anything even approaching adequate service.

A branch of the Department library appears to be the only feasible solution. The alternative, the establishment of additional separate bureau libraries, is not justifiable from the viewpoint of sound library or business administration.

The fact that money will be saved on libraries is not, in itself, a valid argument for consolidation unless by consolidation all agencies in the area will also gain in quality of library service. It is believed that the quality of library service to all workers will be higher; that the "personal element, one of the intangibles of good library service, will prevail; that the book and periodical collections will more completely cover the subject matter corresponding to the fields of agricultural work in the area; that better reference service will be rendered because of the increased library resources and because a trained reference librarian can devote full time to professional reference work; that more attention can be given to the special library needs of each project because a second trained librarian can devote full time to professional work; that in the proposed staff organization, the time-consuming clerical and routine work is adequately provided for, ensuring the careful keeping of records which is necessary in a library; that, with the motorcycle-messenger delivery service, material can be received from the library to other offices in the area without delay.

SAMPLE
Traveling Library Unit 1

1. Chase, Stuart. *The tyranny of words.* New York, Harcourt, Brace, 1938. 396p.
Workers in all fields will find this book entertaining as well as instructive and conducive to clear thinking and expression. Contrary to the popular conception that Semantics is a dry-as-dust subject, the author says, "I am going to tell you, as plainly as I can, what has been discovered about semantics so far; what heady, exciting stuff it is; what it has done for me personally in laying ghosts and sharpening meaning; and what it might do for men in general if enough of them could become acquainted with the discipline."
2. Faunce, F. A. *Secretarial efficiency.* New York, McGraw-Hill, 1939. 601p.
"...has been written for successful secretaries who strive to attain secretarial perfection; for thoroughly experienced secretaries who wish to check their procedures against a high standard of efficiency; for the many assistant secretaries, personal stenographers and other office workers whose coveted goal is to reach this higher level of office employment."--from introd.
3. Kinney, J. P. *A continent lost--a civilization won.* Baltimore, Johns Hopkins Press, 1937. 365p.
A history of the forest policy of the Office of Indian Affairs.
4. Lerner, Max. *Ideas are weapons.* New York, Viking, 1939. 553p.
Fifty essays, most of which have appeared in the New Republic, Nation, Yale Law Journal, and others, on the history of ideas--how they emerged from individuals and class movements and how they developed. That is, the meaning of ideas seen as the focus of four converging strains: the man and his biography; the intellectual tradition; the social context (a history of the era); the historical consequences of the idea. Part 1, "The uses of ideas;" Part 2, "A gallery of Americans" (26 ranging from Thoreau to Mr. Justice Black); Part 3, "Some European thinkers" (including Jonathan Swift, Adam Smith, Marx, Lenin, Hitler, and Thomas Mann); Part 4, "Ideas and society."
5. Marquis, R. W. *Economics of private forestry.* New York, McGraw-Hill, 1939. 219p. (Amer. Forestry Series).
"...merits thoughtful consideration by both professional foresters and laymen concerned with the financial aspects of either public or private forestry. American forestry should be the better for more books of this type and quality."--from review by R. W. Nelson in *Jour. Forestry* 38:70-71. Jan. 1940.
6. Neuberger, R. L. *Our promised land.* New York, Macmillan, 1938. 398p.
Description of the inhabitants and land of the last great outpost region of the United States from the continental divide to the Columbia River. Includes migration, human interest stories, irrigation problems and engineering feats and general local history.

7. Peattie, D. C. Green laurels. New York, Simon and Schuster, 1936.
368p.

The author says in the preface, "So, more than life-stories of men, these are biographies of ideas--and beyond and above that...incidents from the adventure of nature itself." These are beautifully written essays on the schoolmen and herbalists, on Buffon and Réaumur, Linnaeus, Lamarck, Cuvier, Bartram and Michaux, Wilson and Audubon, Darwin, Fabre, and others.

8. Sanderson, Dwight. Leadership for rural life. New York, Association Press, 1940. 127p.

In the foreword, M. L. Wilson says, "Professor Sanderson has rendered a valuable service to all those professional leaders and lay leaders in executive positions who are constantly confronted with the problems of local leadership".

9. Tucker, S. M. Public speaking for technical men. New York, McGraw-Hill, 1939. 397p.

Most agriculturists and foresters will find this book of value. It is based on a series of talks on the subject before the American Society of Mechanical Engineers, and is written from an extremely practical viewpoint, with a minimum of theory.

10. Ward, Harold, Editor. New worlds in science. An anthology. New York, McBride, 1941. 670p.

Contributions from 35 scientists from the fields of geology, geography, mathematics, chemistry, biology, sociology, and others. Includes viewpoints--often conflicting--from men such as Millikan, Julian Huxley, Einstein, K. T. Compton, P. B. Sears, Haldane, Lancelot Hogben and Bertrand Russell.

1. Creative discussion. Assoc. Press, 1939. 68p.
2. Read your labels. Public Affairs Pamph. no. 51. 1941. 30p.
3. Handbook for discussion leaders. Carnegie Endowment for International peace, 1940. 138p.
4. Want in the midst of plenty. Amer. Council on Public Affairs, [n.d.] 35p. (About the food stamp plan).
5. Look at Latin America. Foreign Policy Assoc., 1940. 64p.
6. Housing for defense. Twentieth Century Fund, 1940. 146p.
7. Design for defense. Amer. Council on Public Affairs, [1941] 40p. (A symposium of the Graduate School, U.S. Dept. of Agriculture)
8. The design and development of picnic grounds. New York State Coll. Forestry Bul. 21, 1940. 69p.
9. The need for union now, by C. K. Street, 1940. Union press. 90p.
10. Defense and the consumer, by the Instituto for Consumer Education. 1941. 31p. (Public Affairs pamph. no. 54)

SAMPLE
Traveling Library Unit 2

1. Blaisdell, D. C. Government and Agriculture. New York, Farrar and Rinehart, [1940]. 217p.
The growth of federal farm aid.
2. Chatters, C. H., and Tenner, Irving. Municipal and governmental accountancy. New York, Prentice-Hall, 1940. 794p.
Contains chapters and bibliographies on budgeting, cost accounting, property taxation, and federal accounting.
3. Frailey, L. E. Smooth sailing letters. New York, Prentice-Hall, 1940. 171p.
An amusing and instructive book designed to take the stuffiness and unnecessary formality out of business correspondence.
4. Ely, R. T., and Wohrwein, G. S. Land economics. New York, Macmillan, 1940. 512p. (Land economics series).
Bringing up-to-date one of the most comprehensive textbooks on the subject. Contains extensive bibliography, p. 483-499.
5. Forster, G. W. Farm organization and management. New York, Prentice-Hall, 1938. 432p.
"An attempt to integrate general economic practices, as they apply to farm management, with sound farm practices."--from preface.
6. Henry, W. H. F., and Seely, Levi. How to organize and conduct a meeting. Revised ed. New York, Barnes and Noble, c1938. 133p.
A compact book on parliamentary law, with forms for resolutions and reports, and speeches for various occasions.
7. Jenkins, J. G. Psychology in business and industry; an introduction to psychotechnology. New York, Wiley, 1935. 388p.
Psychological problems in industrial selection and production, in personnel, in distribution and in market research. Although directed to industry, these principles are applicable to workers in public administration, finance, and marketing problems.
8. Morey, Lloyd. Introduction to governmental accounting. 2d ed. New York, Wiley, 1938. 318p.
Includes, besides a treatise on the subject, numerous forms, statements, etc., and bibliography.
9. Murray, W. G. Farm appraisal: classification and valuation of farm land and buildings. Ames, Iowa State College press, 1940. 254p.
Appendix includes statistics, interest and mortage rates, tax rates, etc., and application forms, legal descriptions, and the like.
10. Weil, Richard. Art of practical thinking. New York, Simon and Schuster, 1940. 263p.
Subtitle: "An informal discussion for the intelligent layman, with examples taken from the field of business."

Pamphlets

1. Answers for America. Twentieth Century Fund, 1940. 48p.
(A series of radio interviews about current economic problems.)
2. Cooperatives in the U. S.--a balance sheet, by M. S. Stewart.
Public Affairs Pamph. no. 32. 1939. 32p.
3. Credit for consumers, by LeBaron R. Foster. Public Affairs
Pamph. no. 5, revised. 1940. 32p.
4. Credit unions--the peoples banks, by M. S. Stewart. Public
Affairs Pamph. no. 50, revised. 1941. 31p.
5. 59¢ of your \$1--the cost of distribution, by T. R. Carskadon.
Public Affairs Pamph. no. 44. 1940. 31p.
6. Financing defense. Council for democracy, 1941. 41p. (Demo-
cracy in Action no. 4).
7. Industrial price policies, by M. S. Stewart. Public Affairs
Pamph. no. 23. 1938. 32p.
8. State trade walls, by F. E. Melder. Public Affairs Pamph. 37.
31p.
9. Unemployment and defense. Amer. Assoc. for Adult Education, n.d.
15p.
10. What the new census means, by Stuart Chase. Public Affairs
Pamph. no. 56. 1941. 30p.
(on population trends in the United States).

APPENDIX: Pldn for traveling libraries -- (Planned for California Region, Forest Service)

The attached list of books will comprise Traveling Library Unit No. 1. (There will be 6 units). There will be three identical sets of Unit No. 1 (designated 1-a, 1-b, 1-c, for convenience in keeping records, etc.) Each set will circulate to 6 of the 18 Forest headquarters in the region for a period of 2 months each, and thence back to the Branch (or to Washington, or to another Branch) at the end of twelve months, to be used elsewhere.

There will be 3 sets of Unit No. 1 (1-a, 1-b, 1-c)
" " " 2 (2-a, 2-b, 2-c)
" " " 3 (3-a, 3-b, 3-c)
" " " 4 (4-a, 4-b, 4-c)
" " " 5 (5-a, 5-b, 5-c)
" " " 6 (6-a, 6-b, 6-c)

a total of 6 units, each consisting of 3 like packages, containing 10 books and 10 pamphlets. All 6 units (a total of 18 packages) will begin circulating simultaneously on the time schedule indicated on Chart 1.

All field workers will have the opportunity to read any or all of the 60 books and 60 pamphlets which comprise the total contents of all the units for 1941/42. (See Chart 2 for time schedule by forests).

Each package will contain:

10 books

10 pamphlets

1 pair bookends

1 sign holder

1 lettered cardboard sign

List of contents of the box, time schedule and routing schedule pasted to top of the lid

Envelope containing:

already addressed forwarding slips for outside of the box

directions to the Chief Clerk of each forest on how to handle loans, etc.

list of contents of box, to be initialed and forwarded to the Branch library when the package is forwarded, with circulation count, by the Chief Clerk.

etc.

Plenty of "Date due" long slips.

25 of the short reading lists on forestry, general reading, soil conservation, economics, etc. (One of each to be inserted in books borrowed by the rangers, etc.)

A few envelopes already addressed to the Branch library for these requests.